



**CITY OF MOLALLA
WORK SESSION REGULAR MEETING
AGENDA**

Civic Center | 315 Kennel Avenue Molalla, OR 97038
Wednesday, February 12, 2025 | 6:00 PM

NOTICE: Work Session will hold this meeting in-person and through video Live-Streaming on the City's Facebook Page and YouTube Channel. Written comments may be delivered to City Hall or emailed to recorder@cityofmolalla.com. Submissions must be received by 12:00 p.m. the day of the meeting.

[This institution is an equal opportunity employer.](#)

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. GENERAL BUSINESS**
 - A. [City Manager Evaluation Procedure](#)
- 4. ADJOURN**

Agenda posted at City Hall, Library, and the City Website at <http://www.cityofmolalla.com/meetings>. This meeting location is wheelchair accessible. Disabled individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-829-6855.



CITY OF MOLALLA

Staff Report

Agenda Category: GENERAL BUSINESS

Agenda Date: Wednesday, February 12, 2025

Submitted by: Christie Teets, City Recorder

SUBJECT: City Manager Evaluation Procedure

BACKGROUND:

The City Manager's annual evaluation is due at the end of April.

Administrative Staff has struggled with the process for a few years. The City Recorder conducted a survey among other city recorders with populations similar to Molalla regarding their process and procedure.

Included in this packet are suggested guidelines for possible adoption. Also included in the packet are a list of self-evaluation questions for consideration.

ATTACHMENTS:

[Option A](#)

[Option B](#)

[Option C](#)

[Option D](#)

[CM Self Evaluation Questions.pdf](#)

City Manager Performance Evaluation

Evaluation period: _____ to _____

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to _____. The deadline for submitting this performance evaluation is _____. Evaluations will be summarized and included on the agenda for discussion at the work session on _____.

Mayor's Signature

Date

Governing Body Member's Signature

Date Submitted

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

- 5 = Excellent** (almost always exceeds the performance standard)
- 4 = Above average** (generally exceeds the performance standard)
- 3 = Average** (generally meets the performance standard)
- 2 = Below average** (usually does not meet the performance standard)
- 1 = Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- _____ Diligent and thorough in the discharge of duties, "self-starter"
- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and will to adapt
- _____ Mental and physical stamina appropriate for the position
- _____ Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by governing body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- _____ Disseminates complete and accurate information equally to all members in a timely manner
- _____ Assists by facilitating decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

4. POLICY EXECUTION

- _____ Implements governing body actions in accordance with the intent of council
- _____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- _____ Understands, supports, and enforces local government's laws, policies, and ordinances
- _____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

5. REPORTING

- _____ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- _____ Responds in a timely manner to requests from the governing body for special reports
- _____ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- _____ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- _____ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

6. CITIZEN RELATIONS

- _____ Responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach in dealing with the news media
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

7. STAFFING

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Professionally manages the compensation and benefits plan
- _____ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

8. SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- _____ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

9. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by council
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- _____ Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

10. COMMUNITY

- _____ Shares responsibility for addressing the difficult issues facing the city
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the county
- _____ Helps the council address future needs and develop adequate plans to address long term trends
- _____ Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? _____

What performance area(s) would you identify as most critical for improvement? _____

What constructive suggestions or assistance can you offer the manager to enhance performance? _____

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? _____

CITY MANAGER PERFORMANCE EVALUATION

INSTRUCTIONS: Place a check mark on the line underneath the number you feel is appropriate for each item. The numerical rating (1 through 6) is an effort to quantify opinions and judgment about specific management responsibility. While subjective, it suggests a useful emphasis or relative degree of acceptability.

A (6) rating is "Not Rated/No Experience" to evaluate; (5) rating represents "very satisfactory/excellent or outstanding performance or behavior"; (4) indicates performance or behavior that "exceeds standards" or is "very good"; **(3) is "meets expectations – satisfactory performance of job functions"**; (2) represents an area that needs improvement; (1) is indicative of performance or behavior that is below acceptable standards.

1. Leadership	1	2	3	4	5	6	Comments
A. Motivates others toward accomplishment of work							
B. Makes thoughtful contributions to City Council and Subordinates							
C. Leads staff in community projects							

Specific Comments _____

2. Communications	1	2	3	4	5	6	Comments
A. Written communications are clear, concise and accurate							
B. Oral communications are clear, concise and accurate							
C. Is an effective public speaker							
D. Is accessible to the public							
E. Makes continuous effort to educate the public on City programs and operations							
F. Appropriately handles inquiries from the news media							

Specific Comments _____

6=Not rated/No experience 5=Very Satisfactory/Excellent 4=Very Good/Exceeds Standards 3=Meets Expectations/Satisfactory 2=Needs Improvement 1=Below Acceptable Standards

3. Personal Traits	1	2	3	4	5	6	Comments
A. Controls emotions effectively in difficult situations							
B. Is flexible in accepting and adjusting to change							
C. Has a positive attitude							
D. Demonstrates personal honesty and frankness in day-to-day relationships							
E. Seeks to improve own skills and knowledge							
F. Completes work in acceptable time periods							
G. Performs work accurately							
H. Shows consistency in positions taken on issues, even with different audiences							
I. Receptive and open to suggestions							

Specific Comments _____

4. City Council Relationships	1	2	3	4	5	6	Comments
A. Effectively implements policies and programs approved by Council							
B. City Manager and staff reports are thorough and timely							
C. Accepts direction or instructions in a positive manner							
D. Effectively aids the Council in establishing long-range goals							
E. Keeps Council informed of current plans and activities of administration; new developments in technology, legislation and governmental practices							
F. Council Agenda preparation is thorough and timely							
G. Keeps Council informed on issues in the City that constituents may question them on							

Specific Comments _____

5. Budgetary Responsibilities	1	2	3	4	5	6	Comments
A. Proposes in a timely manner a balanced and well documented budget							
B. Provides effective management and control of the adopted budget							
C. Programs budgeted are productive and cost effective							
D. Financial operations receive favorable comments from independent auditors							
E. Explains the budget well in lay terms, so it is understandable							

Specific Comments _____

6. Staff Relations	1	2	3	4	5	6	Comments
A. Hires professional staff							
B. Encourages training for professional staff							
C. Maintains and evaluates professional staff							
D. Facilitates team building between City Departments and Council as needed							
E. Effectively handles Council concerns regarding personnel							

Specific Comments _____

7. Foresight/Vision	1	2	3	4	5	6	Comments
A. Maintains the long-term view for the City in National, State, County and local affairs							
B. Communicates and interacts productively with governmental entities at local, State and National levels							

Specific Comments _____

6=Not rated/No experience 5=Very Satisfactory/Excellent 4=Very Good/Exceeds Standards 3=Meets Expectations/Satisfactory 2=Needs Improvement 1=Below Acceptable Standards

OVERALL EVALUATION

Excellent Good Satisfied Not Satisfied Needs Improvement

- A. Based upon your evaluation of the City Manager, what areas would you list as his strong points?

- B. Based upon your overall evaluation, what areas would you suggest the manager work on to improve his skills and to be more effective. Please be as specific as possible.

- C. Progress towards suggested areas for improvement from previous year's evaluations:

Date: _____

Mayor: _____

City Manager: _____

INSTRUCTIONS:

Review the City Administrator's work performance for the entire period; try to refrain from basing judgment on recent events or isolated incidents only. Disregard your general impression of the City Administrator and concentrate on one factor at a time.

Evaluate the City Administrator on the basis of performance standards and expectations of the position, considering the length of time in the job. Use the scale below to rate the level of performance for the factor appraised. If you did not have an opportunity to observe a factor during this evaluation period, please indicate so in the "N/O" column next to the factor.

RATING SCALE DEFINITIONS (1-5):

1=Unsatisfactory-The employee's performance is clearly inferior to the performance standards and expectations of the position. Performance at this level cannot be allowed to continue.

2=Improvement Needed-Employee's performance does not consistently meet all the performance standards and expectations of the position. Serious effort is needed to improve performance.

3=Fully Successful-The employee's performance consistently meets and sometimes exceeds the performance standards and expectations of the position.

4=Exceeds Expectations-Employee's performance frequently or consistently exceeds the performance standards and expectations of the position.

5=Outstanding-Employee's performance is consistently excellent and far beyond the performance standards and expectations of an employee in this position.

N/O = Not Observed

I. PERFORMANCE EVALUATION AND ACHIEVEMENTS			
1. City Council Relationships			
		N/O	Score
A. Effectively implements policies and programs approved by the City Council.			
B. Responses and reports to the City Council are timely, clear, concise, thorough and accurate.			
C. Accepts directions, instructions, and feedback in a positive manner.			
D. Effectively aids the City Council in establishing long range goals.			
E. Keeps the City Council informed of current activities of administration and developments in government regulations or issues that could come before the Council.			
F. Provides City Council with possible alternative decisions and their consequences based on available facts.			
		SECTION AVERAGE:	
2. Community Relations			
		N/O	Score
A. Represents the City with a positive outlook, tact, and diplomacy and works well with the residents of the City.			
B. Adequately informs the public of information and events by using various forms of correspondence, including social media			
		SECTION AVERAGE:	
3. Effective Leadership of Staff			
		N/O	Score
A. Recruits competent personnel and motivates employees toward work accomplishments.			
B. Creates a workplace climate that fosters positive morale and teamwork.			

3. Effective Leadership of Staff (continued)			
		N/O	
C. Holds employees accountable for their performance using proactive and corrective measures.			
D. Acknowledges employee accomplishments and gives credit where it is due.			
		SECTION AVERAGE:	
<p>Add your comments below about the City Administrator's Council Relationships, Community Relations, and Leadership Skills.</p> 			
4. Fiscal Management			
		N/O	Score
A. Prepares a realistic annual budget and keeps City Council informed of revenues and expenditures, actual and projected.			
B. Controls expenditures in accordance with approved budget and ensures the budget addresses the Council's goals and objectives.			
		SECTION AVERAGE:	
5. Intergovernmental Affairs			
		N/O	Score
A. Maintains effective communication with government agencies to support City projects and participates in local, regional and state organizations.			
B. Pursues financial resources (grants) from other agencies.		N/O	
		SECTION AVERAGE:	
<p>Add your comments below about the City Administrator's work in Fiscal Management and Intergovernmental Affairs.</p> 			

6. Overall City Leadership	
	Score
A. Does the City Administrator possess a comprehensive understanding of the entire City?	
SECTION SCORE	
Comments:	
II. HAS ANY PROGRESS BEEN SHOWN ON THE TARGETS SET IN THE PREVIOUS EVALUATION?	
Comments:	
III. SUMMARY RATING	
	SCORE
TABULATION OF ALL SCORES	
Overall Performance Rating - Considering the results obtained against established performance standards as well as overall performance, the following rating is provided (Bold one):	
Unsatisfactory Improvement Needed Fully Successful Exceeds Expectations Outstanding	
Comments:	
IV. Future Goals and Objectives	
Specific goals and objectives to be achieved in the next evaluation period.	
Mayor/City Councilor	
(Print Name)	(Signature)

CITY ADMINISTRATOR PERFORMANCE EVALUATION

V. CITY ADMINISTRATOR COMMENTS AND ACKNOWLEDGEMENT

1. City Administrator Comments

2. Acknowledgement

Please acknowledge that you have reviewed the evaluation and had a chance to discuss it with the City Council. Your signature does not imply that you agree with everything in this evaluation

Mayor

City Administrator

(signature)

(signature)

(date)

(date)

Performance Evaluation City Administrator

Name: _____ Evaluation Period: _____

Mayor Only (6 month) _____ Council _____ (yearly)

Evaluators Name: _____

- Rating 5-Excellent
 4-Above Average
 3-Average
 2-Below Average
 1-Poor

Areas not observed or not applicable are rated a 3 (Average)

Individual Characteristics

- _____ Diligent and thorough in the discharge of duties. "Self-Starter"
 _____ Exercises good judgement
 _____ Displays enthusiasm, cooperation and will to adapt
 _____ Mental and physical stamina appropriate for the position
 _____ Exhibits composure, appearance and attitude appropriate for the position

Professional Skills

- _____ Maintain knowledge of current developments
 _____ Demonstrate a capacity for innovation and creativity
 _____ Anticipates and analyzes problems affecting the city
 _____ Willin to try new ideas proposed by the governing body, staff and citizens
 _____ Sets a professional example by handling affairs of the public office in a fair impartial manner

Relations with Elected Members

- _____ Carries out directives of the body as a whole
 _____ Sets meeting agendas that reflect the guidance of the council
 _____ Disseminates complete and accurate information equally to all members in a timely manner
 _____ Assists by facilitating without usurping authority
 _____ Responds well to requests, advice, and constructive criticism

Policy Execution

- _____ Implements governing body actions in accordance with the intent of the council
 _____ Supports the actions of the governing body after a decision has been reached
 _____ Understands supports and enforces local laws, policies and ordinances
 _____ Reviews ordinances and policy procedures
 _____ Offers workable alternatives to the council for changes in law or policy when no longer practical

Reporting

- _____ Provides regular information and reports to the council concerning matters of importance, using city charter as a guide
 _____ Responds in a timely manner to requests from council for special reports

- _____ Takes the initiative to provide information, advice and recommendations to the council on non-routine
- _____ Reports produced are accurate comprehensive and concise
- _____ Produces and handles reports in a way to convey the message that the affairs of the city are open to public scrutiny

Citizen Relations

- _____ Responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a non-partisan approach in dealing with the new media
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Gives an appropriate effort to maintain citizen satisfaction with city services

Staffing

- _____ Recruits and maintains competent personnel for staff position
- _____ Applies an appropriate level of supervision to improve any area of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Professionally manages the compensation and benefit plans
- _____ Promotes training and development opportunities for employees at all levels of the organization

Supervision

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal involvement, yet maintains general control of the operations by providing the right amount of communication to the staff
- _____ Instills confidence and promotes initiative in staff through supportive rather than restrictive controls for their department
- _____ Develops and maintains a friendly and informal relationship with the staff in general, yet maintains the professional dignity of the office
- _____ Sustains and improves staff performance by evaluating the performance of staff members at least annually, setting goals and objective for them and periodically assessing their progress and providing feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among staff

Fiscal Management

- _____ Prepares a balance budget to provide services at a level directed by council
- _____ Makes the best possible use of available funds, conscious of the need to operate the city efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- _____ Ensures actions and decisions reflect and appropriate level of responsibility for financial planning and accountability
- _____ Appropriately monitors and manages fiscal activities of the organization

Community

- _____ Shares responsibility for addressing the difficult issues facing the city
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the county
- _____ Helps the council address future needs and develop adequate plans to address long term trends

_____ Cooperates with other regional, state and federal government agencies

Signature does not reflect agreement with the evaluation. Just that the evaluation was performed.

Evaluator: _____

City Administrator: _____

CITY MANAGER SELF EVALUATION

Please choose 5-6 questions from the list. You are also welcome to create your own. These are provided as guidelines.

- Describe any areas in which you like to improve in terms of your professional capabilities. List the steps you plan to take and/or the resources you need to accomplish this.
- Note the challenges you faced during the review period and how you either overcame them and/or how you think they could have been handled more productively.
- What additional tools, guidance and/or support could the Mayor and City Council provide that would assist you in performing your work?
- What projects are you passionate about that you would like to work on in the next year?
- What improvements do you plan to make in the organization over the coming year? How will you achieve them?
- What improvements did you make to the organization over the prior year? What was your role in making them?
- Can you provide examples of how you have demonstrated leadership and innovation?
- In what ways have you worked to develop your team and improve their performance?
- What are your organizational goals for the upcoming year, and how do you plan to achieve them?
- How do you ensure effective communication within your team and with other departments?
- How have you sought feedback from others, and how have you acted on it?